

City of St. Louis Department of Health Impact Report 2023

*“An equitable community
achieving optimal
health for all.”*





“Health equity demands everyone have a fair and just opportunity to achieve good health and well-being. Data-driven, community approaches continue to guide my work as the department’s Director.”

Dr. Matifadza Hlatshwayo Davis
MD, MPH, FIDSA

From the Director of Health

Another year has passed, and it is my great honor to congratulate you all on the fantastic job you’ve done over the past 12 months. We have successfully navigated the pandemic and are ready to move forward with a renewed dedication to health equity in the City of St. Louis.

With the COVID-19 public health emergency squarely in the rearview mirror, we can now turn our eyes to other important work in our communities. We can focus on goals such as:

- Keeping our residents informed as we continue to transition to treating COVID-19 as an ever-present possibility while focusing on building our infrastructure and elevating the services we offer through strategic community partnerships;
- Improving the overall health of parents and babies throughout the birthing process and address the long-standing systemic inequities in maternal child health that disproportionately impacts people of color;
- Improving the mental health statuses of our citizens by linking them to any treatment and wrap-around services they may need, and
- Actively assisting residents in preventing the spread of HIV and other sexually transmitted infections while ensuring access to proper medical treatment regardless of race or socioeconomic status.

The COVID-19 pandemic taught us powerful lessons about how we support residents of this city and areas that still require our attention. Our growth and efforts to address critical areas of concern will help us move closer to our vision of making St. Louis an equitable community achieving optimal health for all.

Our Vision

St. Louis, an equitable community for all to achieve their optimal health and quality of life.

Our Mission

In partnership with the St. Louis community, we will promote and improve health and racial equity to assure optimal health and well-being for all people.

From the Health Commissioner

I wish to take a moment to offer my congratulations to our employees and community for their collective efforts in ensuring the health and well-being of everyone in 2023. This past year strengthened the critical services we delivered to our residents and executed extensive measures to enhance our service delivery to both internal and external partners.

Our department is committed to supporting the city's capacity to serve the community extends beyond our department. Consequently, we identify opportunities to support our fellow city employees who work tirelessly every day to offer critical services to the community. For example, we recently organized a clinic to offer the latest vaccine to all City employees in response to the increase in cases of the newer COVID-19 variant. We remain committed to demonstrating our support to ensure critical services in the coming year.

As we review the remarkable work of our department in 2023, I take pride in presenting this report. It has been an exceptional experience contributing to the impact we have made within our department and the community at large.



Victoria Anwuri, MPH
Health Commissioner



Joint Board of Health and Hospitals

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Key Highlights and Outcomes October 2022-2023

By the Numbers

Outcomes for Communicable Disease, Environmental Health, Behavioral Health and Family/Community/School Health Bureaus

- 700+** Number of HIV tests provided to the community free of charge
- 800+** Doses of Narcan distributed to community members and organizations
- 6,822** Number of food and beverage control inspections conducted
- 351** Number of breast and cervical cancer patients receiving case management
- 1,300+** Children provided lead-safe case management services
- 31,000+** Number of safe sex kits distributed through HealthStop



**64 employees
hired in 2023**

*for a total of 121 since
October 2021*

Dr. Hlatshwayo Davis increases staff support

- Advocated and received approval for additional key positions and nine advanced starting salaries
- Implemented a new onboarding strategy including an onboarding toolkit and quarterly welcome events
- Dedicated a team member to act as a liaison with the Department of Personnel
- Advocated for additional raises for staff who demonstrated exceptional performance on annual ratings



Strategic Priorities

At the City of St. Louis Department of Health, a set of four strategic priorities guides our work.

Through our skilled workforce, regional partnerships, and engagement with the community, the City of St. Louis Department of Health will lead our community to advance population health and equity. We will leverage a culture of quality, effective data capabilities, and strong foundational public health services and clinical services to address the social and structural factors that drive our community's health.

Strategic Priority #1

Advance Health & Health Equity

Achieve optimal health for all residents of the City of St. Louis by taking a proactive approach to health promotion, enhancing community collaboration, and addressing the structures and conditions that lead to health inequities.

Strategic Priority #2

Solidify Our Foundation

Cultivate a “best in class” workforce, work environment, and culture of quality while developing the services necessary to address community needs, provide clinical services, and fully meet Foundational Public Health Services Areas and Capabilities requirements.

Strategic Priority #3

Modernize Data Infrastructure

Maintain and grow the infrastructure necessary to support evidence-based, data-driven decision making by leveraging existing tools and resources and pursuing appropriate new technology.

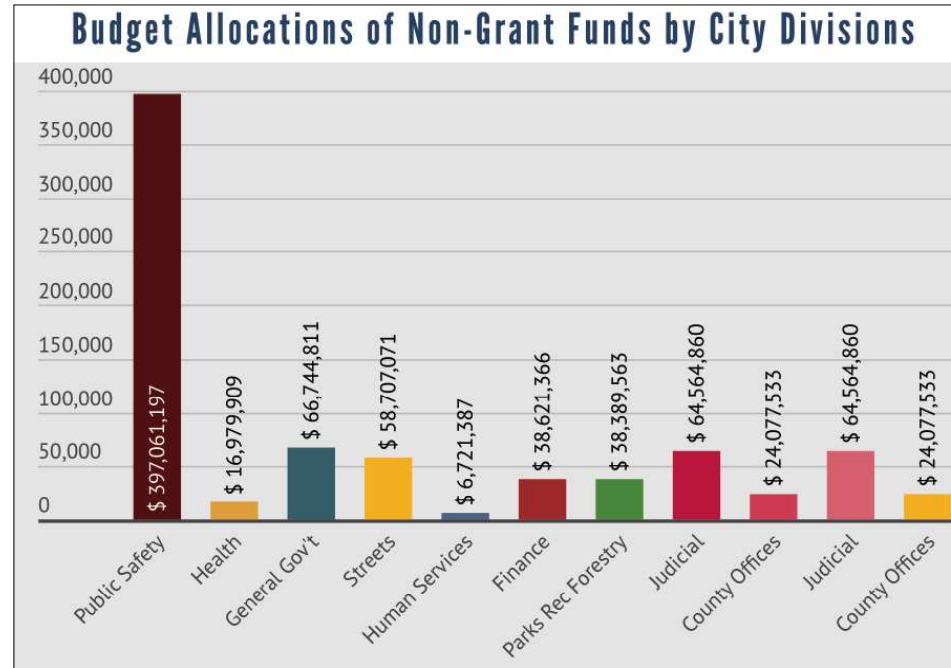
Strategic Priority #4

Expand Behavioral Health

Expand behavioral health and substance use disorder programs, services, and systems-level collaborations, and decrease the stigma surrounding substance use.

Department Funding October 2022-2023

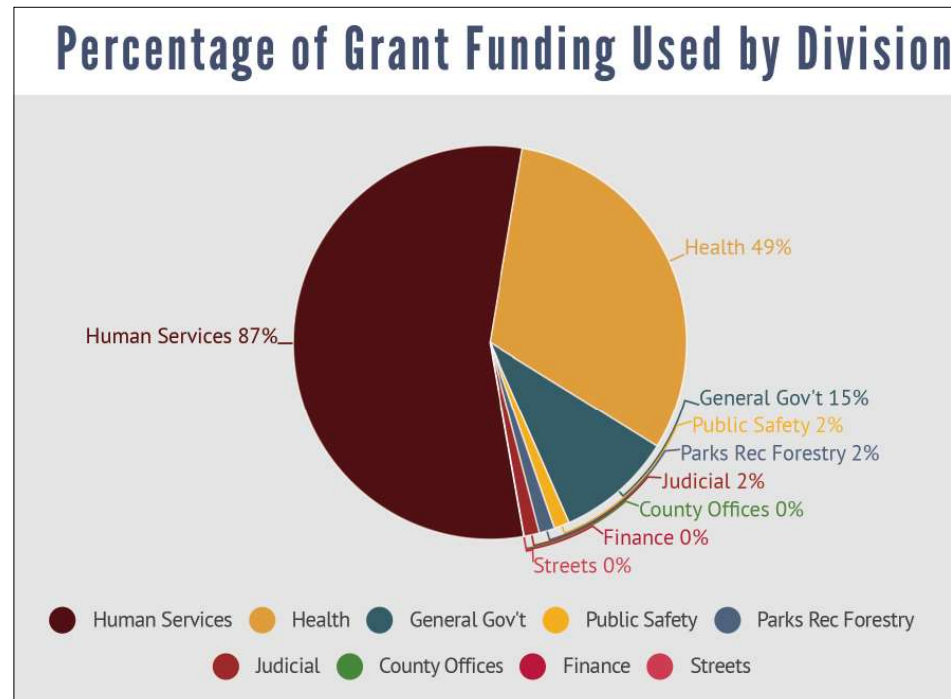
Department Funding FY 2024



The Department's Fiscal Year 2024 divisions received a portion of \$16,683,504 from the Local Use Tax Funds totaling 2.5% of the City's total budget.

Of the funding received, 51% comes from City of St. Louis Local Use Tax funds and 49% from state/federal grants.

The Department's Fiscal Year 2024 divisions received a portion of \$16,683,504 from the Local Use Tax Funds.



Community Funding Support

The Department of Health started distributing much-needed funds to our committed community partners and dedicating funds to strengthen the department's infrastructure. This ensured the continuity and expansion of important work related to Behavioral Health, Reproductive Health, Healthcare Worker Safety Training, and much more.



Funds dispersed in 2023

\$500,000

American Rescue Plan Act (ARPA) - Reproductive Equity Fund provides support to community partners who will ensure equitable direct services related to reproductive health such as doula training, lactation services, assessment of COVID-19 on reproductive health, and mental health services throughout pregnancy and all pregnancy outcomes.

\$275,000

Overdose to Action provides funds to grassroots organizations that are doing important behavioral health work in the community.

\$1,000,000

ARPA - Community Health Workers (CHWs) supports efforts to increase the Community Health Workers (CHWs) career infrastructure and community outreach in the areas of maternal and child health and behavioral health.

Strategic Priority 1 Advance Health & Health Equity

Objectives

- Institute a health equity program that establishes a targeted approach for identifying and prioritizing key health disparities for action within the City of St. Louis
- Establish preventive efforts to reduce disparities in infant and child deaths
- Build the foundation for clinical care services to be offered by the City of St. Louis Department of Health to improve the health inequities that exist within the City
- Review and advocate for policy changes on local and state levels which will improve public health & reduce health inequities using deliberate, data-driven assessments/ research



Stabilized **vaccination operations** by adding four additional positions (two emergency management specialists and two utility workers)

Maximized use of the **outreach vehicle** to target areas of the city with lower vaccine access, supporting those who were unable to travel to clinics



Worked to influence the criminal justice system from diversion through re-entry by **training staff**, each of whom are now Peer Recovery Support Specialists

Advocating for mental health and **substance use resources** such as medication-assisted treatment for the incarcerated and linking those interacting with the system with behavioral health resources



Staffing shortages caused a pivot from traditional, on-site testing to **self-test kits** for the community. The bureau maintained an engaging social media presence on X (formerly Twitter) and Facebook and partnered with the community and vendors to participate in 36 events representing the City

Hosted **PrEP Week** in late October with both events sold out via the EventBrite invitation platform. The events reached more than 180 people over the course of the week



Provided **men's health outreach** at community-based organizations and Missouri Department of Corrections St. Louis Transitional Center.

Provided **162 gun locks at 2 events** for City of St. Louis families to prevent youth access to firearms

Provided American Heart Association-approved **CPR and first aid training** to certify 23 childcare workers

Objectives

- Enhance the department's culture of quality through cross-divisional collaborations and quality improvement projects, improving internal processes and outcomes
- Expand and modernize fiscal processes related to electronic payment systems for all sections in the Department of Health, both on-line and in-house
- Strengthen recruitment, retention, and training to enhance staff's knowledge, skills, abilities, and promotional opportunities
- Improve capacity to fully meet the requirements of the Foundational Public Health Services Model and accreditation standards

Workforce Strategy

Under the leadership of Dr. Hlatshwayo Davis, the Department of Health has experienced phenomenal growth and **improved processes for the recruitment, onboarding, and retention of staff.**

During her tenure as Director, she spearheaded innovative strategies to grow the department, which involved addressing the expressed needs of her team members. She collaborated with key programs and team members to identify, develop, and implement plans that aimed to improve recruitment, onboarding, and retention processes. As a result, the department was able to achieve its goals and thrive under her leadership.

Animal Care and Control increased employees from two full-time officers to 10 full-time and one part-time officers.





At 50% capacity, the team averaged **10 days per case investigation**, including COVID-19 outbreaks at facilities.

Collaborated with Environmental Health for a food safety incident in which 12 cases of food poisoning were documented. The local business was provided technical assistance for keeping food at an appropriate temperature.

Filled **key management positions** in the TB Outreach section, including a nurse supervisor and TB services manager



Lead Nurse provided **screening for elevated blood lead levels** in 85 youth six months to 6 years of age in the community, schools, and at DOH



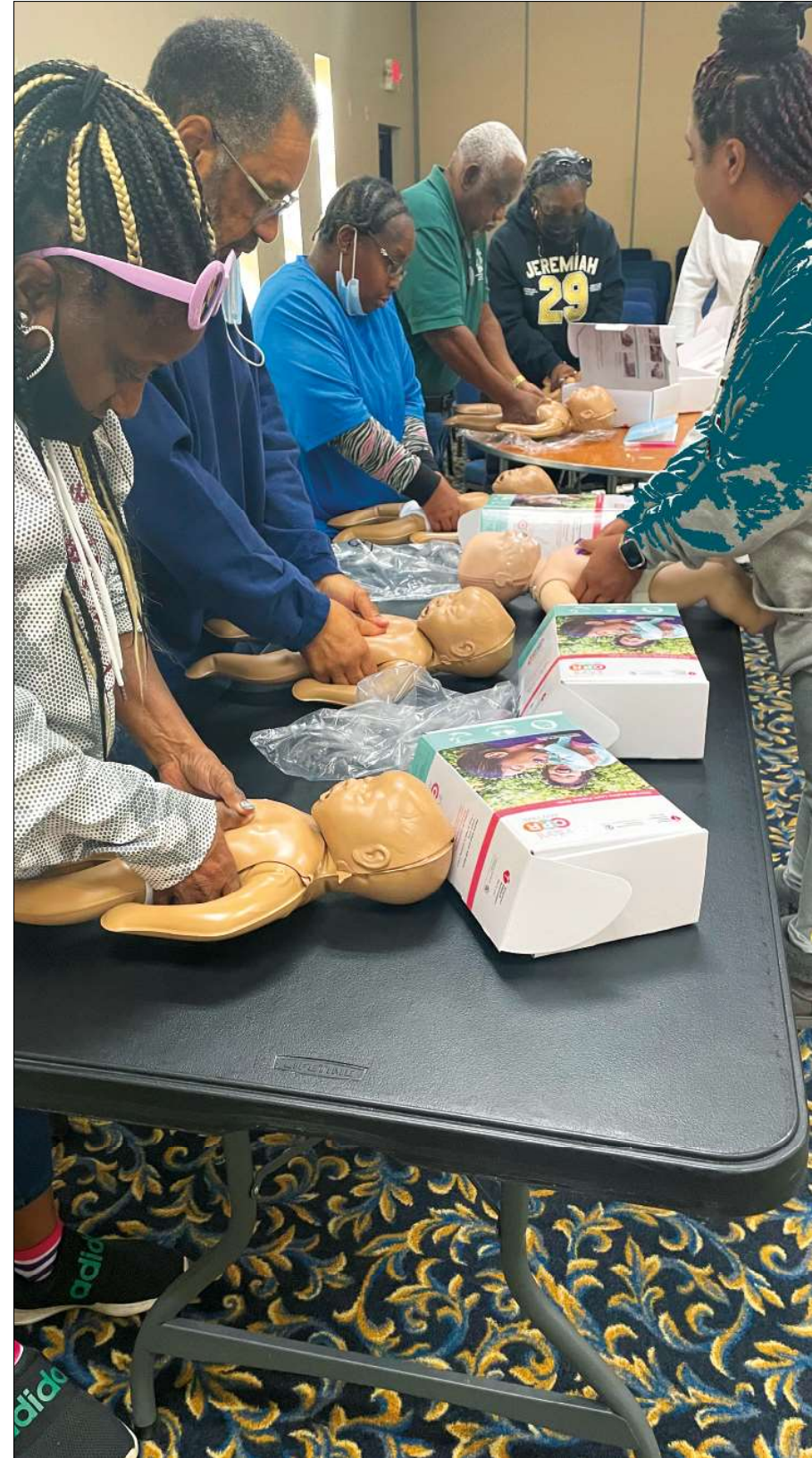
Hired and retained **additional staff** in order to provide timely and consistent Animal Control services

Sent two officers to participate in the **Missouri Animal Control Association Conference**; two officers to the Essential Animal Services course

Sent two staff members to present at the **National Environmental Health Association National Conference**



Conducted team building exercises, weekly one-on-one coaching, and team social events to build a strong, **positive team culture**



Strategic Priority 3 Modernize Data Infrastructure

Objectives

- Implement a data governance framework to improve data management, strategy, and technology
- Expand data collection and sharing both internally and externally to increase the capacity for data-driven decisions
- Improve data management capacity through improved software systems and by enhancing the skillsets of staff



Animal Control officers were issued iPads to complete some work in the field, as well as receive new reports.

Temporary food permits are now available to be filled out and



Restructured **program reportable data** to enhance the capture of the work completed in support of grant program deliverables.



Nearing **100% accuracy** in data entry and laboratory results review for HIV surveillance. Because of digitization and proficiency, the surveillance section voluntarily downsized.



Began **modernizing report formats** of frequently used inspections, such as recreational water inspections and court referral packets.

“The Department of Health staff consistently rises to meet the most complex and urgent public health needs of City residents. Their leadership, commitment and creativity

**~Serena Muhammed~
Chairperson, Joint Board of Health &**

Strategic Priority 4 Expand Behavioral Health

Objectives

- Create equitable and culturally competent systems-level linkages to care for substance use and overdose prevention
- Increase the availability and accessibility of demographically inclusive qualitative and quantitative substance use data
- Decrease the stigma of substance use





Created equitable and culturally competent systems-level **linkages to care** for substance use, overdose prevention, and mental health treatment

Engaged the community through more than 60 events in targeted neighborhoods, **Narcan distribution**, and coalition building through opportunities for capacity building, technical assistance, funding, and professional development for community partners

Provided **12 training and education programs** to citizens and employees across the lifespan on topics including emotional intelligence, coping skills, burnout, mental health, and substance use resources

“The City of St. Louis Department of Health and Dr. Mati has been a huge supporter and partner of ours. From partnering with us to make our grand opening a huge success to providing us much needed supplies to distribute to the community, this has been an amazing partnership.”

**~Marcus Howard, PhD~
GreaterHealth Pharmacy & Wellness**

**2,500+ residents
reached through
more than 50
outreach events**



Closing of South City Hospital

The impact of South City Hospital closure on the healthcare safety net for the community is great, and the City of St. Louis must grapple with the loss of another institutional anchor. Opened in 1869, the 189-bed hospital has a long history of serving the city's most vulnerable population.

After a thorough assessment performed by our epidemiology team, we learned that at the time of closure, the hospital's highest percentage of patients were those in need of emergency services and the uninsured.

Short Term Response

We assisted with the coordination of a smooth transition for patients to other facilities, as well as asked SLATE to take the lead in hosting an emergency job fair for displaced employees.

Long Term Response

The Director worked to convene key community partners to develop a long-term solution to the loss of access to care for many of our most vulnerable.

Public health emergency ends

The Centers for Disease Control (CDC) announced the end of the COVID-19 National Public Health Emergency May 11, 2023.

Helping the community adjust to the new norm in 2023, the CDC declared an end to the COVID-19 public health emergency, marking a new approach to how communities deal with the virus.

The virus that causes COVID-19 and its many variants are still present, and it is important to maintain precautions. Stay updated with vaccinations and wear masks indoors, improve ventilation, and isolate when positive.

Community Support, Education & Partnerships

Key Community Partnerships

- Federally-qualified health centers
- Community organizations providing wrap-around support
- Local colleges and universities
- Clinical service providers for behavioral health services
- Regional and county health departments

Behavioral Health Bureau staff refer 20-25 calls per week to local partners for mental health and substance abuse services



Leading in health equity locally & nationally

Dr. Hlatshwayo Davis had the honor of representing the City of St. Louis and the Department during a two-day visit to Mayo Clinic, the number one hospital in the nation.

She served as a visiting professor to the students and was the inaugural Special Grand Rounds speaker for the Division of Public Health, Infectious Diseases, and Occupational Medicine, as well as the Department of Medicine Grand Rounds.

During her visit, Dr. Hlatshwayo Davis also had an opportunity to provide hospital leadership with transparent feedback and innovative strategies to integrate health equity and public health into all facets of their operations.



Dr. Hlatshwayo Davis' visit to the Mayo Clinic is a highlight of her commitment to addressing health equity and the importance of integrating it into every level of the healthcare industry, from local clinics to the top hospital in the United States.

“The City of St. Louis Department of Health has helped tremendously to encourage men to address their health and overcome health disparities.”

**~Reginald Slaughter~
Fathers & Families Support Center**



**150+ men have
participated in DoH Men's
Health presentations**

Publications

Bobie Williams, et al.

A Communitywide Collaboration to Increase Enrollment, Retention, and Success in Evidence-Based Lifestyle-Change Programs in Racial and Ethnic Minority Populations. *Prev Chronic Dis* 2023;20:220352. DOI: <http://dx.doi.org/10.5888/pcd20.220352>

Commissioner Victoria Anwuri, et al.

Implementing a hospital-based violence intervention program for assault-injured youth: implications for social work practice. *Social work in health care*. 2023; 62(8-9), 280–301.

A Regional Approach to Hospital-Based Violence Intervention Programs Through LOV. *Journal of public health management and practice* : JPHMP. 2023; 29(3), 306–316. <https://doi.org/10.1097/PHH.0000000000001716>

An exploration of factors impacting implementation of a multisystem hospital-based violence intervention program. *Health & social care in the community*. 2022; 30(6), e6577–e6585. <https://doi.org/10.1111/hsc.14107>

Matt Haslam, et al.

APHA Conference: 5067 - Vaccine Initiation Among Individuals with History of Natural Infection of SARS-CoV-2 in the City of St. Louis. American Public Health Association Annual Conference 2022. November 9, 2022. <https://apha.confex.com/apha/2022/meetingapp.cgi/Paper/519014>

Dr. Matifadza Hlatshwayo Davis, et al.

Quantifying inequities in COVID-19 vaccine distribution over time by social vulnerability, race and ethnicity, and location: A population-level analysis in St. Louis and Kansas City, Missouri. *PLoS Med*. 2022 Aug 26;19(8):e1004048. doi: 10.1371/journal.pmed.1004048. PMID: 36026527; PMCID: PMC9417193.

Public health in US midterm elections. *BMJ (Clinical research ed.)*. 2022; 379, 02741. <https://doi.org/10.1136/bmj.02741>

Swartz, T., Schaffner, W., Marcelin, J., Hlatshwayo, M., Abdul-Mutakabbir, J. “Communicating About Infectious Diseases to the Public” *PPID10E*, Chapter 326. (Submitted for publication), 2023

Awards

Dr. Mati Hlatshwayo Davis, MD, MPH, FIDSA

- Outstanding Healthcare Advocate Honoree, CareSTL Health 2023
- Person of the Year, Heat-Up St. Louis and Commerce Bank 2023
- Elected Fellow, Infectious Diseases Society of America 2023
- Letter of Appreciation, US Dept. of Homeland Security - FEMA 2023
- Health Equity Champion Award, PROMO LGBTQ Advocacy Organization 2023
- Unapologetic Partner Award, Williams and Associates

Behavioral Health Bureau

- Better Family Life “Making a World of Difference Award” for Overdose Awareness Day contributions

Conferences

United States Conference on HIV and AIDS (USCHA), San Juan, PR, October 8-11, 2022

- Tyrell Manning, CHW; Natalie Torres-Negrón, MPH; Sylvia JacksonBell, MCRP: Attendees

ID Week, Boston, Mass., October 11-15, 2023

- Mati Hlatshwayo Davis, MD, MPH, FIDSA: Panel moderator

Boards & Certifications

Tyrell Manning, CHW

City of St. Louis LGBTQIA Advisory Board

Emergency Preparedness Team

City of St. Louis Local Emergency Planning Commission



“The Wellston Loop Community Development Center wants to thank the St. Louis City Department of Health for supporting us. Working with some of the most vulnerable people in the city, the WLCDC appreciates your partnership in reducing the harmful effects of the opioid epidemic, especially in Black communities of St. Louis City.

~Kim Jayne~

Wellston Loop Community Development Center

Community Health Assessment

Our community is working to understand and improve the factors that affect our health. The St. Louis Partnership for a Healthy Community created a Community Health Assessment (CHA) and a Community Health Improvement Plan (CHIP) to help us make real progress toward better health for all of our residents.

The partnership includes a diverse team of public health leadership, a 25-member advisory team representing various sectors in the St. Louis region, and 65 community stakeholders.

A Community Health Status Assessment analyzed population health data to identify important health issues and disparities across age, gender, racial, and population subgroups in the St. Louis region.

In July, the CHA was finalized and shared with the community.





2023-2027 Community Health Improvement Plan

The latest Community Health Improvement Plan (CHIP) prioritizes five key areas with four cross-cutting themes to improve regional health. By adopting a unified, holistic approach, the region is better able to tackle public health challenges and improve residents' well-being. The action teams related to each priority have been established and the work begins!

**The Environmental Health
Bureau conducted 62
Emergency Preparedness
COVID-19 vaccination clinics.**



City of St. Louis
Department of Health
1520 Market St. Suite 4051
St. Louis, MO 63103
(314) 612-5100

Important Phone Numbers

Area Code 314 unless indicated

Department of Health Main Number	612-5100
Citizens' Service Bureau (complaints/compliments)	622-4800
Communicable Disease Control	657-1499
HIV/AIDS Linkage to Care	356-0200
Tuberculosis Control	797-6420
Medical Records (Hepatitis, Immunization, Lead, & Treatment)	657-1548
Emergency Preparedness and Response	657-1546
Environmental Health Services	657-1507
Epidemiology	657-1492
Animal Control	657-1500
Shelter - Animal Care Center	696-2444
Food Control/Permits and Community Sanitation	657-1539
Health Promotions, Education, and Marketing	657-1480
Family, Community, and School Health	657-1475
Lead Program	657-1515
Maternal Child Health Program	657-1442
School Health Services	657-1414
Show Me Healthy Women Program	657-1509

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